

Appendix C

Leader Book

C-1. The leader book is a tool for the NCO to maintain up-to-date, easy-to-reference information on soldiers, training status, maintenance status and equipment accountability. There are many versions of the leader book both in official Army publications and on the commercial market. Your unit may have example forms already. In the following pages you will find example forms that may be useful in building your leader book.

C-2. Leaders are responsible for providing training assessments to the chain of command on their soldiers and units. Commanders use these assessments to make training decisions. The leader book gives leaders a tool that efficiently tracks soldier, training and equipment status.

C-3. The leader book is a tool for recording and tracking soldier proficiency on mission-oriented tasks. The exact composition of leader books varies depending on the mission and type of unit. Use the leader book to:

- Track and evaluate soldiers' training status and proficiency on essential soldier tasks.
- Provide administrative input to the chain of command on the proficiency of the unit; for example platoon, squad or crew.
- Conduct soldier performance counseling.

ORGANIZATION

C-4. The organization of the leader book is up to each individual leader. To be effective they must be well organized and "user friendly." Only essential training information should be in the leader book. Your unit may require additional items to this recommended organization:

SECTION 1: Administrative soldier data.

SECTION 2: Training Guidance, Company METL/PLT supporting collective task list with assessments.

SECTION 3: CTT proficiency (survival skills).

SECTION 4: Essential soldier task proficiency and status.

SECTION 5: Unit collective task proficiency.

SECTION 6: Equipment accountability and status.

ADMINISTRATIVE SOLDIER DATA

C-5. Administrative soldier data sheets contain everything leaders need to know about their soldiers. The Standard Army Training System (SATS) can generate such a list or the leader can make one. Recommended information for soldier data sheets includes the following:

- Name, rank, age, TIS, TIG, DOR and duty position.
- Current weapon qualification.
- APFT score/date.
- Height/weight data.
- Family data.
- Special medical data.

COMPANY METL/PLT SUPPORTING COLLECTIVE TASK LIST

C-6. Leaders need to maintain copies of both company METL and platoon supporting collective task lists in their leader books. Having these lists and current assessments helps leaders select the appropriate individual and collective tasks that require training emphasis. This list can be in any format that the leader chooses. A recommended technique is to list the task, the current assessment and also a "why" for the assessment.

COMMON TASK TEST PROFICIENCY

C-7. Common Task Test (CTT) proficiency is critical information for all leaders. GO/NO GO data should be recorded for each soldier, along with the date of the evaluation. Knowing this information allows leaders to select appropriate opportunity training. Since company headquarters maintain individual soldiers' DA Forms 5164, leaders must develop their own system for tracking CTT proficiency.

ESSENTIAL SOLDIER TASK PROFICIENCY

C-8. Leaders select and track the proficiency of MOS-specific tasks that support the company METL/platoon supporting collective task list. By knowing the exact status of these essential tasks leaders can quickly identify weaknesses and plan and conduct training to improve proficiency.

C-9. The Standard Army Training System (SATS) provides assessment sheets that support some MTPs and ARTEP manuals. If SATS does not have an automated MTP for a particular unit, then leaders must develop their own tracking forms. The same information that is found on the SATS form should be reflected on the self-developed form.

UNIT COLLECTIVE TASK PROFICIENCY

C-10. Leaders must know the proficiency of their units to perform the collective tasks and drills that support the platoon supporting collective task list. Leaders derive section/squad/crew collective tasks from the applicable MTPs. Units without a published MTP must determine for themselves which collective tasks and drills support the platoon supporting collective tasks. In many cases the section/squad/crew collective task list will be identical to the platoon list.

C-11. SATS does not provide a collective task proficiency tracking form. Recommended information for collective task proficiency forms includes:

- Collective task.
- Assessment blocks (T-P-U or GO/NO GO).
- Date training last executed.
- Reason for assessment/strategy to improve.
- Training Assessment Model.

SOLDIER COUNSELING FORMS AND STATUS

C-12. Soldier counseling is an essential element of a leader's duties. The leader book is a natural focal point for performance counseling. Leaders strive to link counseling to demonstrated performance and the leader book provides the necessary training information. The extent that counseling can be tracked with the leader book is the leader's decision. Some leaders may want to maintain the DA Form 2166-8-1, NCO Counseling Checklist/Record, for each subordinate NCO and the DA Form 4856-E, Developmental Counseling Form, for each soldier.

C-13. Another technique is to keep a log of soldier counseling sessions in the leader book. Leaders still use the leader book to assist in counseling, but maintain the actual counseling forms in a separate file. This provides the leader an easy reference for periodic assessments and feedback and tracking new soldiers' progress.

EQUIPMENT ACCOUNTABILITY AND STATUS

C-14. This is a listing of sensitive items, vehicles and other key equipment with the soldier responsible for each and the status of each item. Don't forget to check the serial numbers on sensitive items.

LEADER BOOK APPLICATIONS

DAILY EVALUATIONS AND SOLDIER COUNSELING

C-15. Leader books are an integral part of everyday training. Leaders habitually carry their leader books with them during the training day. Shortly

after training is evaluated leaders update the appropriate section of their leader book. By keeping up with the current status of the training of their soldiers, leaders can give timely and accurate assessments to their leaders.

COMPANY AND PLATOON TRAINING MEETINGS

C-16. Leader books are "part of the uniform" for both company and platoon training meetings. Accurate leader books add credibility to training assessments and form the basis for requesting training. Good leader books serve as a tool for leaders to determine what tasks need training and what tasks do not.

NOTE:

Leader books are leader business, not inspector's business. They should not be formally inspected. Their periodic review by the chain of command is appropriate. Leaders should not lose sight of the purpose of the leader book—that of being a self-designed tool to assist leaders in tracking the training proficiency of their soldiers. They come in many shapes and forms; there is no approved solution or format. To formally inspect them would be inappropriate.

Example Leader Book Blank Pages

Daily Status Report	C-6
Personal Data Sheet	C-7
Promotion Data	C-8
Counseling Data	C-9
Common Task Test Results	C-10
Weapon Density and Training Status	C-11
Army Physical Fitness Test Data	C-12
Vehicle Status	C-13
Sensitive Item Data	C-14
8 Steps to Training	C-15
Chain of Command and NCO Support Channel	C-16
Troop Leading Procedures	C-18
Five Paragraph Operations Order	C-20
Risk Management Matrix	C-22

Example Daily Status Report

[illegible]

Example Personal Data Sheet

NAME: _____ SSN: _____ RANK: _____ DATE ASSIGNED _____
INITIAL COUNSELING DATE: _____ ISG/CDR INBRIEF DATE: _____
CSM/BN CDR INBRIEF DATE: _____ SECURITY CLEARANCE: _____
DATE OF LAST NCOER (ENDING MONTH): _____ NEXT NCOER DUE: _____
PULHES: _____ HT: _____ WT: _____ BLOOD TYPE: _____ DOB: _____
RELIGIOUS PREFERENCE: _____ GT: _____ PMOS: _____ SMOS: _____
ASI: _____ BPED: _____ BASD: _____ DEROS: _____ ETS: _____
DUTY POSITION: _____ PARA/LINE NUMBER _____ / _____
HISTORY OF: HEAT INJURY _____ COLD INJURY _____
LAST HIV TEST: _____ LAST DENTAL EXAM: _____ CAT: _____
CIVILIAN EDUCATION LEVEL: _____
MILITARY SCHOOLS: _____
MILITARY AWARDS: _____
CIVILIAN DRIVER'S LICENSE NUMBER: _____ STATE OF ISSUE: _____
POV TYPE AND MAKE: _____ LAST POV INSPECTION: _____
POV INSURANCE POLICY NUMBER: _____ EXPIRATION DATE: _____
MILITARY DRIVER'S LICENSE ISSUED: _____
TYPE OF VEHICLES LICENSED FOR: _____
COLD WEATHER DRIVER'S TRAINING DATE: _____
TYPE OF PERSONAL WEAPON ISSUED: _____
WEAPON SERIAL NUMBER: _____ RACK NUMBER: _____
PERSONAL WEAPON QUALIFICATION RATING: EXP / SHARP / MARKSMAN
WEAPON QUALIFICATION DATE: _____
PROTECTIVE MASK TYPE: _____ SIZE: _____ MASK NUMBER: _____
DATE MASK FITTED: _____ MOPP GEAR SIZE: TOP: _____ BOTTOM: _____
SHOES: _____ GLOVES: _____ GLASSES: YES / NO INSERTS: _____
MILITARY CLOTHING ISSUE INVENTORY DATE: _____
SHORT TERM GOALS (1-5 YEARS): _____
LONG TERM GOALS (5-10 YEARS): _____
HOBBIES: _____
MARITAL STATUS: SINGLE / MARRIED / DIVORCED / WIDOWED ANNIV DATE: _____
SPOUSE'S NAME: _____ NUMBER OF DEPENDENTS: _____
NUMBER OF COMMAND SPONSORED DEPENDENTS: _____
CHILDREN'S NAMES AND AGES: _____

TYPE OF QUARTERS: GOVERNMENT / GOVERNMENT LEASED / LOCAL ECONOMY
HOME PHONE NUMBER: _____ WORK PHONE NUMBER: _____
EMAIL: _____ LOCAL ADDRESS: _____

NEXT OF KIN'S NAME: _____
NEXT OF KIN'S ADDRESS: _____
NEXT OF KIN'S PHONE NUMBER (INCLUDE AREA CODE): _____
NEXT OF KIN'S RELATIONSHIP: _____
HOME OF RECORD: _____

OTHER INFORMATION: _____

Example Promotion Data

[illegible]

Example Counseling Data

[illegible]

Example Common Task Test Results

[illegible]

Example Weapon Density and Training Status

[illegible]

Example Army Physical Fitness Test Data

[illegible]

Example Vehicle Status

[illegible]

Example Sensitive Items Data

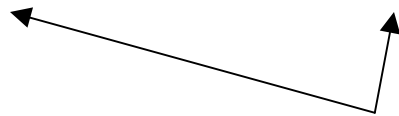
[illegible]

Example 8 Steps to Training

PLAN TRAINING:
TEACH THE TRAINERS:
RECON THE TRAINING SITE:
ISSUE OPORD FOR TRAINING:
REHEARSE TRAINING:
EXECUTE TRAINING:
CONDUCT AAR:
RETRAIN UNTIL STANDARD IS MET:
COMMENTS:

The Chain of Command and NCO Support Channel

<i>Chain of Command</i>	<i>NCO Support Channel</i>
Commander in Chief: _____	
Secretary of Defense: _____	
Chairman, Joint Chiefs: _____	
Secretary of the Army: _____	
Army Chief of Staff: _____	SMA: _____
Theater/MACOM CDR: _____	CSM: _____
Corps CDR: _____	CSM: _____
DIV CDR: _____	CSM: _____
BDE CDR: _____	CSM: _____
BN CDR: _____	CSM: _____
Co/Bty/Trp CDR: _____	ISG: _____
PLT LDR: _____	PSG: _____



Squad / Section / Team Leader: _____

Troop Leading Procedures

STEP 1. **Receive the Mission.** This may be in the form of a Warning Order (WARNORD), an Operation Order (OPORD), or a Fragmentary Order (FRAGO). Analyze it using the factors of Mission, Enemy, Terrain, Troops, Time available and Civilian considerations (METT-TC).

- (1) Use no more than one third of the available time for planning and issuing the operation order.
- (2) Determine what are the specified tasks (you were told to accomplish), the essential tasks (must accomplish to succeed) and the implied tasks (necessary but not spelled out).
- (3) Plan preparation activity backward from the time of execution.

STEP 2. **Issue a Warning Order.** Provide initial instructions to your soldiers in a WARNORD. Include all available information and update as often as necessary. Certain information must be in the warning order:

- (1) The mission or nature of the operation.
- (2) Participants in the operation.
- (3) Time of the operation.
- (4) Time and place for issuance of the operation order.

STEP 3. **Make a Tentative Plan.** Gather and consider key information for use in making a tentative plan. Update the information continuously and refine the plan as needed. Use this plan as the starting point for coordination, reconnaissance and movement instructions. Consider the factors of METT-TC:

- (1) *Mission.* Review the mission to ensure you fully understand all tasks.
- (2) *Enemy.* Consider the type, size, organization, tactics and equipment of the enemy. Identify the greatest threat to the mission and their greatest vulnerability.
- (3) *Terrain.* Consider the effects of terrain and weather using Observation, Concealment, Obstacles, Key Terrain and Avenues of Approach (OCOKA).
- (4) *Troops available.* Consider the strength of subordinate units, the characteristics of weapon systems and the capabilities of attached elements when assigning tasks to subordinate units.
- (5) *Time available.* Refine the allocation of time based on the tentative plan and any changes to the situation.
- (6) *Civilian considerations.* Consider the impact of the local population or other civilians on operations.

STEP 4. **Start Necessary Movement.** Get the unit moving to where it needs to be as soon as possible.

STEP 5. **Reconnoiter.** If time allows, make a personal reconnaissance to verify your terrain analysis, adjust the plan, confirm the usability of routes and time any critical movements. Otherwise, make a map reconnaissance.

STEP 6. **Complete the Plan.** Complete the plan based on the reconnaissance and any changes in the situation. Review the plan to ensure it meets the commander's intent and requirements of the mission.

STEP 7. Issue the Complete Order. Platoon and smaller unit leaders normally issue oral operations orders. See page 162 for the Operations Order format.

(1) To aid soldiers in understanding the concept for the mission, try to issue the order within sight of the objective or on the defensive terrain. When this is not possible, use a terrain model or sketch.

(2) Ensure that your soldiers understand the mission, the commander's intent, the concept of the operation and their assigned tasks. You might require soldiers to repeat all or part of the order or demonstrate on the model or sketch their understanding of the operation.

STEP 8. Supervise. Supervise preparation for combat by conducting rehearsals and inspections.

(1) *Rehearsals.* Use rehearsals to practice essential tasks, reveal weaknesses or problems in the plan and improve soldier understanding of the concept of the operation.

- Rehearsals should include subordinate leaders briefing their planned actions in sequence.
- Conduct rehearsals on terrain that resembles the actual ground and in similar light conditions.

(2) *Inspections.* Conduct pre-combat checks and inspections. Inspect—

- Weapons, ammunition, uniforms and equipment.
- Mission-essential equipment.
- Soldier's understanding of the mission and their specific responsibilities.
- Communications.
- Rations and water.
- Camouflage.
- Deficiencies noted during earlier inspections.

The Five Paragraph Operations Order (OPORD)

An OPORD gives the subordinate leaders the essential information needed to carry out an operation. OPORDs use a five-paragraph format to organize thoughts and ensure completeness. They also help subordinate leaders understand and follow the order. Use a terrain model or sketch along with a map to explain the order.

TASK ORGANIZATION:

(The company or battalion task organization for the mission is stated at the start of the OPORD so that the subordinates know what assets they will have during the operation.)

1. SITUATION.

a. Enemy Situation.

- (1) Composition, disposition, and strength.
- (2) Recent activities.
- (3) Capabilities.
- (4) The enemy's most probable COA. A sketch or enemy overlay is normally included to clarify this description.

b. Friendly Situation.

- (1) Mission and concept for the battalion.
- (2) Mission for the unit on the left.
- (3) Mission for the unit on the right.
- (4) Mission for the unit to the front.
- (5) Mission for the unit to the rear or following.
- (6) Mission for the battalion reserve.
- (7) Mission for any units supporting the battalion if they impact on the mission.

c. **Attachments and Detachments.** Changes to the task organization during the operation. For example, if the task organization changes during the consolidation phase of an attack, it would be indicated here.

2. MISSION.

The mission essential task(s) and purpose(s). It normally includes Who, What, When, Where, and Why. The where is described in terms of terrain features/grid coordinates. If objective names are used, they are secondary references and placed in parentheses.

3. EXECUTION.

a. **Concept of the Operation.** This paragraph describes how the leader intends to accomplish his mission. At company level, a maneuver and fires subparagraph will always be included. The operation overlay/concept sketch is referenced here.

(1) **Maneuver.** The maneuver paragraph should be focused on the decisive action. At company level, a maneuver paragraph that outlines the missions to each platoon and or section and identifies the main effort normally, requires no additional clarification. If it should, the leader may clarify it in the concept of the operation paragraph (paragraph 3a).

(2) **Fires.** This paragraph describes how the leader intends for the fires to support the maneuver. It normally states the purpose to be achieved by the fires, the

priority of fires, and the allocation of any priority targets. A target list, fires execution matrix, or target overlay may be referenced here.

(3) **Engineering.** Often, especially in defensive operations, this paragraph is required to clarify the concept for preparing fortifications. When engineers support the mortar platoon or section, the leader states his guidance for employing these assets here. He may do this by stating his priority for the engineer effort (survivability, countermobility, and mobility) and the priority for supporting the sections.

b. **Tasks to Sections or Squads.** This paragraph lists each of the section's tasks/limitations. Each subordinate unit will have a separate paragraph.

c. **Coordinating Instructions.** These are the tasks and limitations that apply to two or more subordinate units. If they do not apply to all the subordinate units, then those units that must comply are clearly stated.

4. SERVICE SUPPORT.

This paragraph provides the critical logistical information required to sustain the unit during the operation.

a. **General.** It provides current and future trains locations.

b. **Materiel and Services.** It may have a separate subparagraph for each class of supply, as required.

c. **Casualty Evacuation.**

d. **Miscellaneous.**

5. COMMAND AND SIGNAL.

a. **Command.** This paragraph states where the C2 facilities and key personnel will be located during the operation and adjustments to the unit SOP, such as a change to the succession of command or the standard wire plan.

b. **Signal.** It provides critical communication requirements such as radio listening silence in effect forward of the LD, signals for specific events or actions, emergency/visual signals for critical actions, and SOI information.

ACKNOWLEDGE. Use the message reference number.

ANNEXES

A-Intelligence/Intelligence Overlay(s).

B-Operation Overlay/Concept Sketches.

C-As required, such as road march, truck/boat movement, air assault, and river crossing.

Risk Management Matrix

Risk E - Extremely High H - High M - Moderate L - Low		HAZARD PROBABILITY				
		Frequent	Likely	Occasional	Seldom	Unlikely
S E V E R I T Y	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L

HAZARD PROBABILITY (The likelihood that an event will occur).

Frequent -- The event occurs often in a soldier's career or is continuously experienced by all soldiers exposed.

Likely -- There is a good possibility that an event will occur several times in a soldier's career and is experienced a lot by the soldiers exposed.

Occasional -- The event occurs once in a while such as, once in the career of a soldier, or sporadically to all soldiers exposed.

Seldom -- There is a remote possibility that an event will occur in the career of a soldier. For a fleet or inventory, it would be unlikely but can be expected and would occur seldom to all soldiers exposed.

Unlikely -- The possibility that an event would occur to in the career of a soldier is so rare that you can assume that it will not occur. It would most likely not occur within the fleet or inventory and very rarely occurs to all soldiers exposed.

SEVERITY (The expected consequence of an event in terms of degree of injury, property damage or other mission-impairing factors).

Catastrophic -- results in death or permanent total disability, a systems loss, or major property damage.

Critical -- results in severe injury. That is, permanent partial disability or temporary total disability in excess of three months for personnel, and major systems damage or significant property damage.

Marginal -- results in minor injury or lost workday accident for personnel. Minor systems or property damage.

Negligible -- first aid or less required. Minor systems impairment.

RISK LEVELS

E (Extremely High) – Loss of ability to accomplish mission.

H (High) – Significant degradation of mission capabilities in terms of required mission standard.

M (Moderate) – Degradation of mission capabilities in terms of required mission standards.

L (Low) – Little or no impact on accomplishment of mission.

